

Transformation Overview for Executive Committee on Highway Safety



Presented by
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“Connecting People & Places in North Carolina”

- Transformation Initiatives
- Mission, Goals, and Values
- Value Trees
- Leading and Lagging Indicators
- Executive Dashboard – Safety Gauge
- Safety Metrics on PDA's

Why Transformation

STRAIN OF EXTERNAL TRENDS

Growing Demand on System

- *Doubling of "Vehicle Miles Traveled" by 2030*
- *NC population projected to grow by 50% between 2000 and 2030, "7th most populous state by 2030"*

Increasing Cost of Supplies

- *80% construction supplies inflation since 2002*
- *Spike in global asphalt, cement, and steel prices expected to continue*

Declining Funding

- *State gas tax purchasing power has declined (inflation and mpg)*
- *Federal Highway Trust Fund program projected to run out of funding by 2009*
- *Transportation funding flat/declining for FY2008/09**

McKinsey Survey Findings

Strengths

- Change Commitment
- Financial Stability
- Technical Skills
- “Can Do Attitude”

Shortcomings

- Organizational Structure...
Silo’ed and non-collaborative
- Failing “Talent System”
Recruit/Motivate/Develop
- Communication...
Not pro-active

Development Areas

- One Common Focused Direction
- Strategic-ness of Project and Services
- Improve Prioritization, Accountability, and Coordination of Core Processes
- Telling our Story...the good that we do

Five Key Transformation Initiatives

Strategic Direction

Program and Project Delivery

Planning and Prioritization

Performance and Accountability

Improved Human Resource Mgt

Strategic Direction

Initiative 1



Working together for a common purpose ...



Mission, Goals and Values

NCDOT

OUR MISSION

*Connecting people and places
in North Carolina – safely and
efficiently, with accountability
and environmental sensitivity*

OUR GOALS

- Make our transportation network **safer**
- Make our transportation network move people and goods more **efficiently**
- Make our infrastructure **last longer**
- Make our organization a place that **works well**
- Make our organization **a great place to work**



OUR VALUES

- **SAFETY** - We strive for safety throughout our transportation networks as well as in our work and our daily lives.
- **CUSTOMER SERVICE** - We respond to our customers, both internal and external, in an open, professional and timely manner.
- **INTEGRITY** - We earn and maintain trust by responsibly managing the states assets, acting ethically, and holding ourselves accountable for our actions.
- **DIVERSITY** - We draw strength from our differences and work together in a spirit of teamwork and mutual respect.
- **QUALITY** - We pursue excellence in delivering our projects, programs, services and initiatives.

Values are

- What an organization stands for and believes in
- Behavioral expectations
- Manner in which we conduct our business

Program and Project Delivery

Initiative 2



Delivering our projects, programs and services effectively on time and on budget...

Planning and Prioritization

Initiative 3



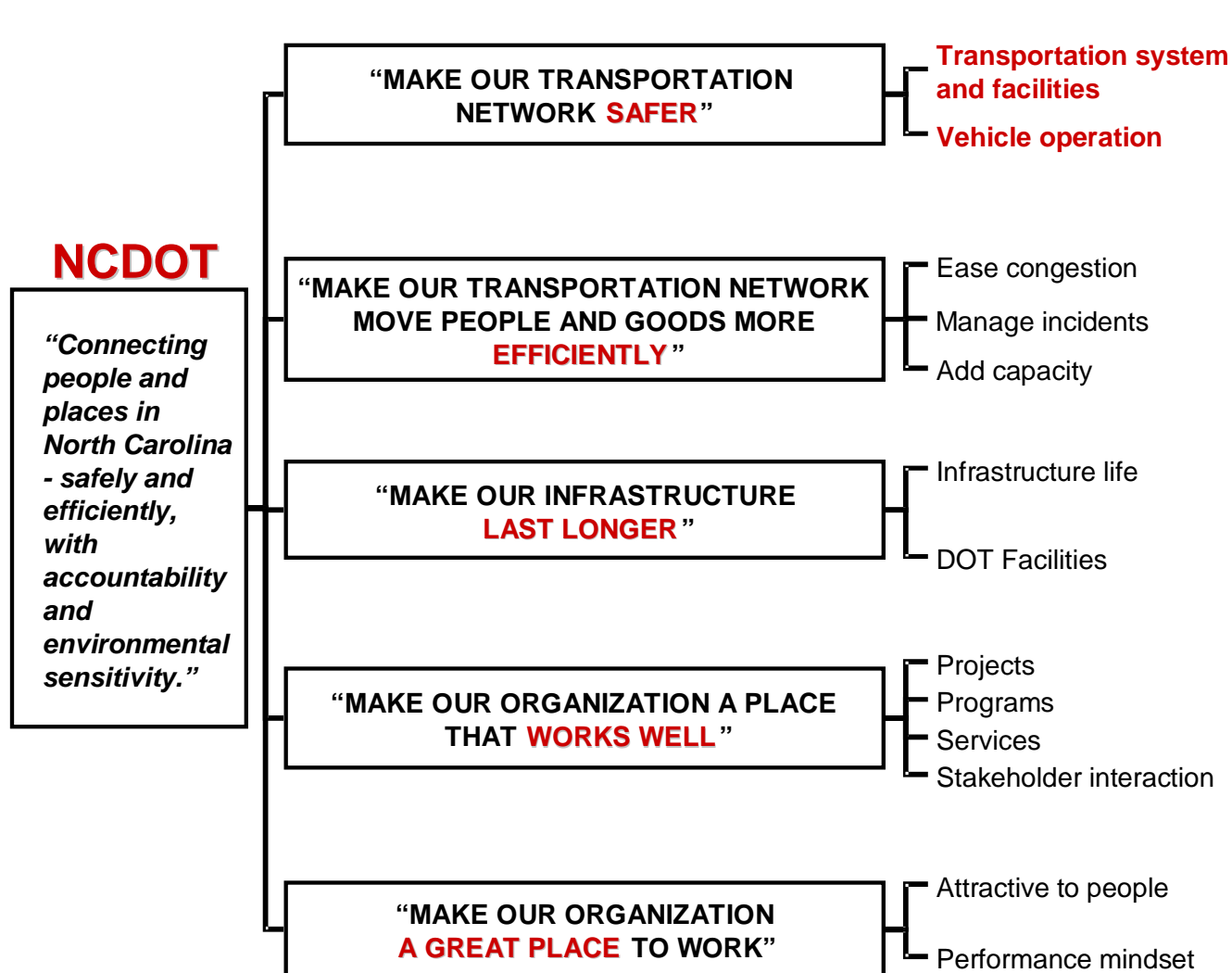
Planning and prioritizing our work.....



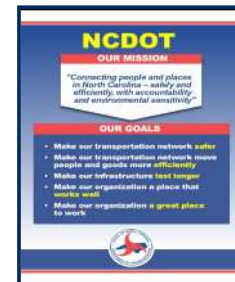
*Measuring our performance
and reporting our successes...*



NCDOT High Level Value Tree

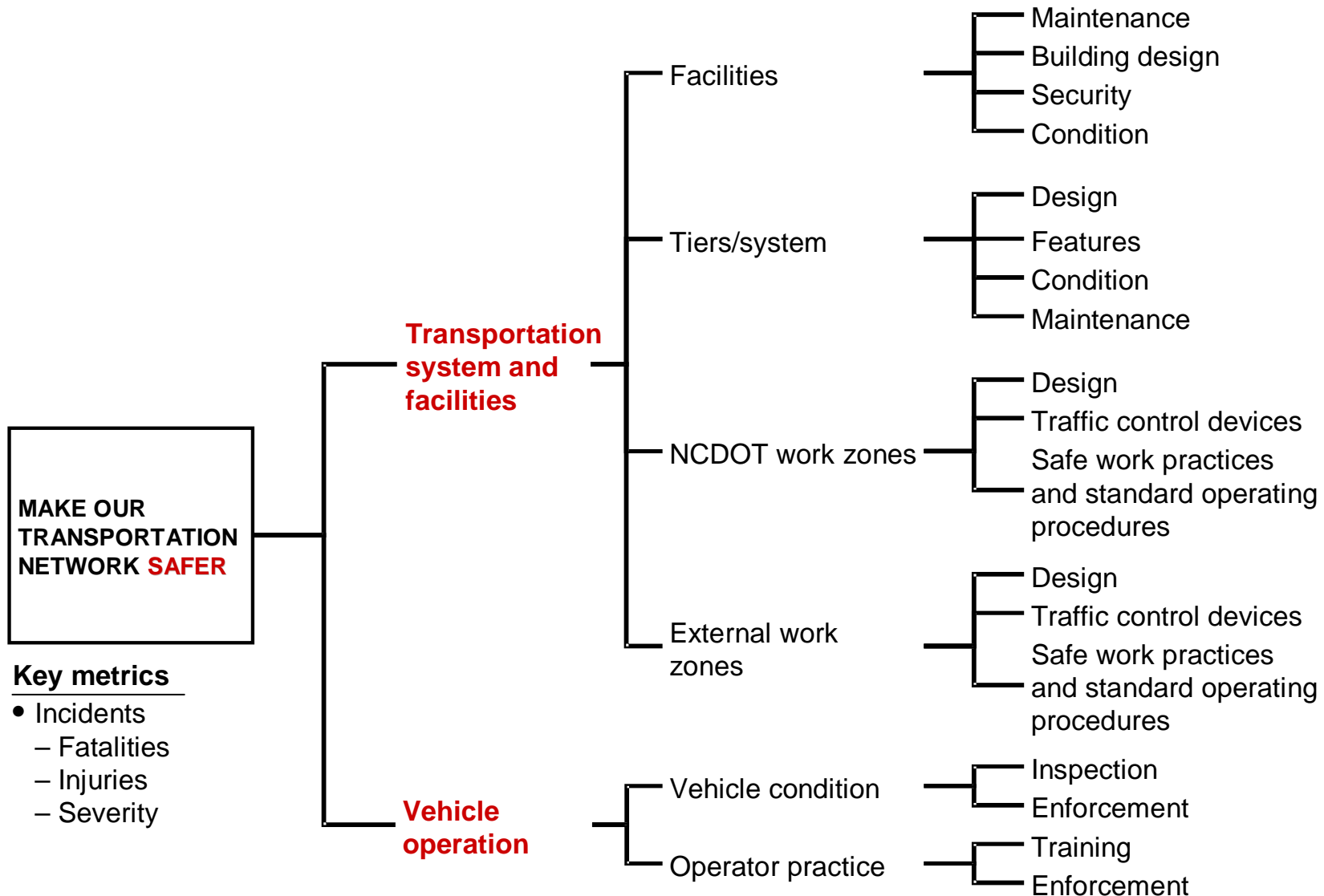


Metrics should link to the Department's Mission & Goals



Make Our Transportation Network **SAFER**

Safety Value Tree



Metrics

SECRETARY OF TRANSPORTATION

	Metrics	Definition of Measure/Comments
“Make our transportation network safer”	<ul style="list-style-type: none"> Fatalities 	<ul style="list-style-type: none"> % improvement in fatalities compared to national goal of 1.0 fatality per 100 million vehicle miles traveled
“Make our transportation network move people and goods more efficiently”	<ul style="list-style-type: none"> Reliability on the System Strategic Highway Corridors and Regional Tier Routes Transit Service 	<ul style="list-style-type: none"> Average operating speeds on Strategic Highway Corridors (SHC) Travel time reliability - standard deviation of average commuter time in selected urban areas % Decrease in congestion % Increase in Frequency of Service
“Make our infrastructure last longer”	<ul style="list-style-type: none"> Department Infrastructure Health 	<ul style="list-style-type: none"> Statewide Level of Service Scores for Facilities (assets) % Increase in value of Department infrastructure
“Make our organization a place that works well”	<ul style="list-style-type: none"> Project/Program Delivery on Schedule and Budget Business Development & Outreach Customer Service Fiscal Management 	<ul style="list-style-type: none"> % of projects and programs administered, managed and constructed on schedule and on budget (Planned vs. Actual) % of solicitations sent to, % of bids received from, & % of contract dollars awarded to DBEs, MBEs, WBEs, SBEs, and HUBs Customer survey scores (public, partners, etc.) % improvement of existing overhead and program budget
“Make our organization a great place to work”	<ul style="list-style-type: none"> Employee Safety Employee Satisfaction Recruiting, developing and retaining employees 	<ul style="list-style-type: none"> Number of incidents, lost work days, worker's comp claims Employee satisfaction survey composite score Retention rate of “Top Performers” and/or stabilization rate

“DRAFT” Metrics – Secretary of Transportation

GUIDE FOR DASHBOARD SCORECARD

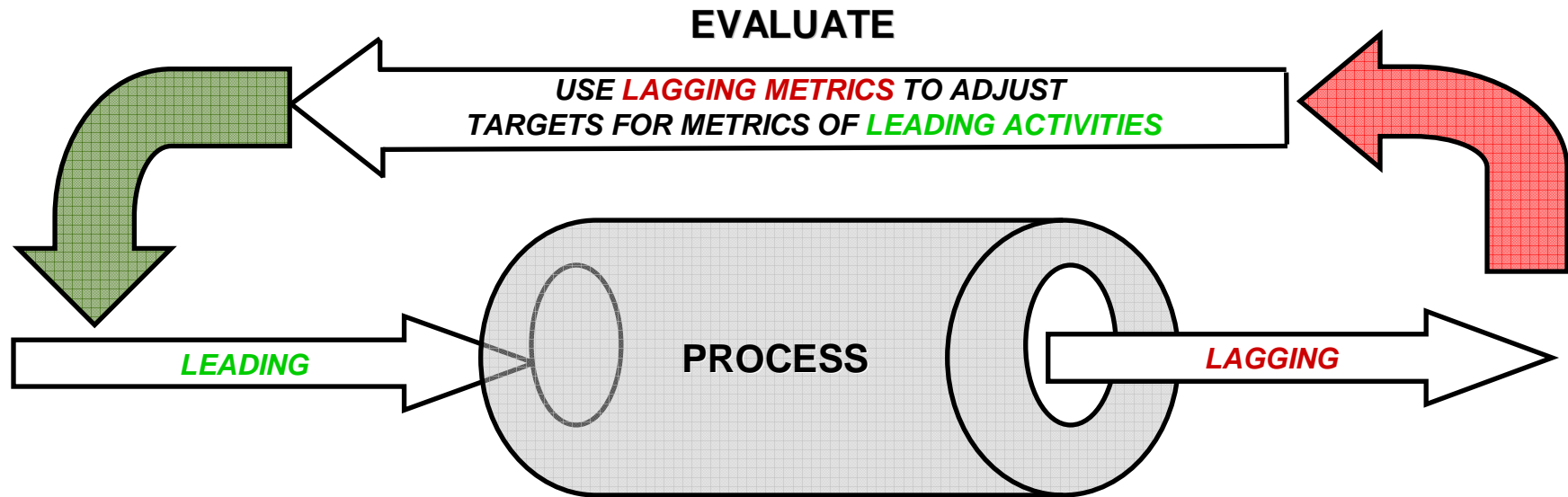
FOR USE IN PERFORMANCE REVIEW MEETINGS

	Metric	Metric Data	Target	Data Source	Wt (%)
Safer	Fatalities	<i>Fatalities per 100 million vehicle miles; i.e. 1.58...this will be compared against a baseline TBD (% improvement)</i>	1.50-1.63	Traffic Engineering Branch	10
Efficiently	Reliability of Strategic Highway Corridor System	-Average operating speeds on Strategic Highway Corridors (SHC) -Travel time reliability -Congestion (Level of Service)		Transportation Planning Branch	
	Transit Service	% Increase in Frequency of Service compared to previous year for Rail, Ferry, Public Transit, etc.	70-89%	Transit	5
Last Longer	Department Infrastructure Health	- Composite Statewide Rating (Level of Service Rating) - % annual increase in value of Department infrastructure	C-toC	- Asset Management-Maintenance Condition Reports - Financial Management Division	25
Works Well	Projects/Programs/Services on Schedule and on Budget	# of projects/programs/services planned for year divided by # actual completed = % success rate	70-89%	Program Development report from STaRS and/or BW, HiCAMS	25
	Business Development and Outreach	% Contract dollars awarded to DBEs, MBEs, WBEs, SBEs, & HUBs	70-89%	SAP	10
	Customer Service	Customer survey scores (public, partners, etc.)	70-89%	TBD	5
	Fiscal Management	% improvement of administrative budget(s)	90-95%	TBD	10
Great Place to Work	Employee Safety	# of reported incidents that cause lost work days and/or worker's comp claims compared to baseline, i.e. previous year(s) reported incidents	6.1-7	Safety and Loss Control	10
	Employee Satisfaction	TBD		Employee Survey	
	Recruiting, developing and retaining employees	Retention rate of "Top Performers" and/or stabilization rate		TBD WORKING DRAFT 10/25/07; 12/7/07	

Metrics: Leading vs. Lagging

LEADING INDICATORS (Input)	LAGGING INDICATORS (Outcomes)
<p>Leading Indicators are metrics that are task specific</p> <p>Leading Indicators measure and track performance before a problem arises</p> <p>Leading Indicators are <u>proactive</u></p> <p>Leading Indicators indicate what may happen (future)</p> <p>Leading Indicators are a predictor to the ability to meet future goals</p>	<p>Lagging Indicators are <u>reactive</u></p> <p>Lagging Indicators are reflective and measure performance against prior goals</p> <p>Lagging Indicators indicate what has already happened (past)</p>

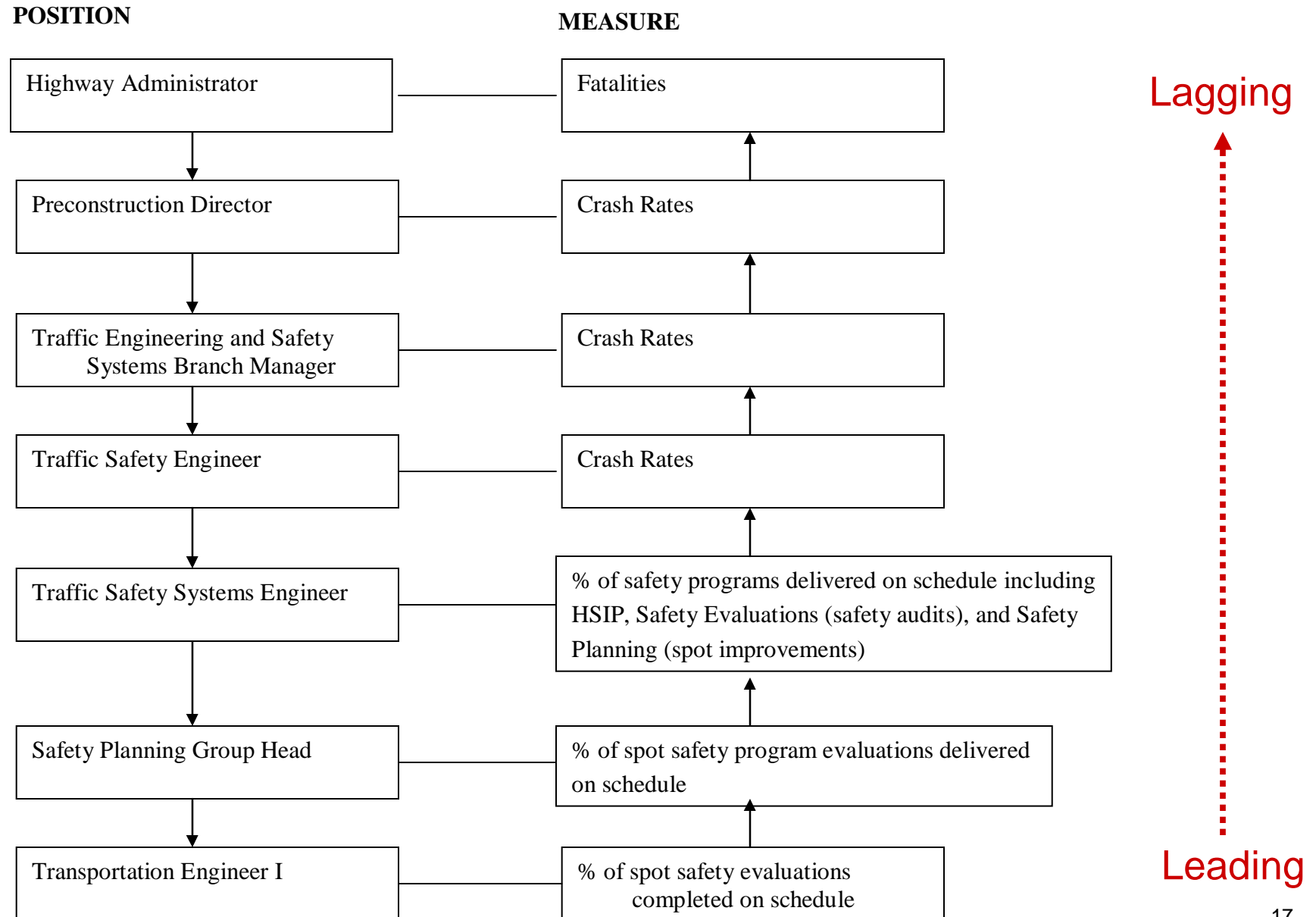
Metrics: LEADING vs. LAGGING Process



CRASH RATE

- IMPROVING SHOULDER DROP-OFFS
- ADDING REFLECTIVE MARKERS
- TURN LANE ADDITIONS
- LEGALLY LICENSED DRIVERS
- REDUCTION OF VMT BY USE OF ALTERNATIVE MODES
- TIMELY PROJECT DELIVERY

Example Cascading Metrics for **SAFER**



Access NCDOT Performance Dashboard

<http://www.ncdot.org/>

The screenshot shows the NCDOT website interface. At the top left is the NCDOT logo with the text "North Carolina Department of Transportation". To the right are links for "About", "Careers", "Contact", "News", and a search bar containing "NCDOT". Below the header is a banner for "NCDOT Crew Experiences Tornado - Click Here for Photos". On the left side, there is a vertical menu with links: "Doing Business with NCDOT", "Maps & Publications", "Programs", "Projects & Studies", and "Travel Information". In the center is a large graphic for the "NCDOT Organizational Performance Dashboard" with the tagline "Connecting people and places in North Carolina." and a slide indicator "NCDOT Dashboard 1 / 19". A red callout box with the text "Click this icon to access the NCDOT Dashboard" has an arrow pointing to the "NCDOT DASHBOARD" icon in the "What's New" section. The "What's New" section also lists "Mission & Goals", "NCDOT McKinsey Report", and "NCDOT Ethics Policy". Other sections include "Divisions" (Aviation, Bicycle & Pedestrian, DMV, Ferry, Highways, Public Transportation, Rail), "Business Resources" (Approved Product List, Directory of Trans. Firms, Electronic Forms, Project Letting, Order Plans, Order Publications), "Commuters & Travelers" (Construction Projects, Driver License, HOV Lanes, Road Conditions, Traffic Cameras), and "Find Info Near You" (a map of North Carolina and a "Select-A-County" dropdown). The footer contains "© Copyright NCDOT 2008" and links for "NCDOT Home" and "NC.gov".

Click this icon to access the NCDOT Dashboard

NCDOT
North Carolina Department of Transportation

About | Careers | Contact | News | Search: NCDOT

NCDOT Organizational Performance Dashboard
Connecting people and places in North Carolina.

NCDOT Dashboard 1 / 19

What's New

[Mission & Goals](#)
[NCDOT McKinsey Report](#)
[NCDOT Ethics Policy](#)

Divisions
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Click the map for regional information or

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NCDOT Performance Dashboard - Ultimate

Visual Representation of Overall Health of an Organization

NCDOT Organizational Performance Dashboard



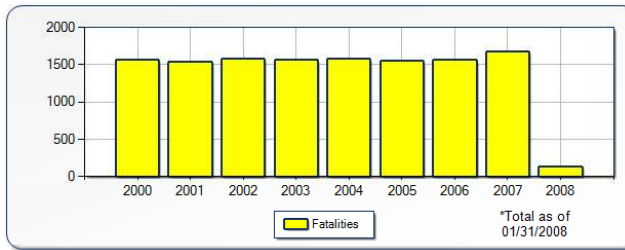
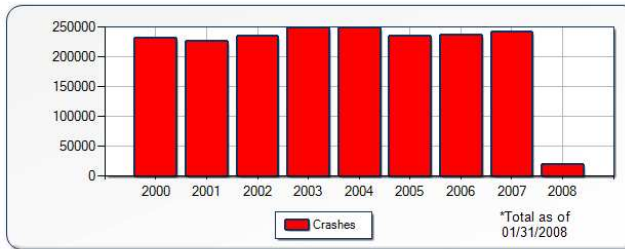
[More information on NCDOT's transformation and organizational performance efforts.](#)

Click this link to get
information that supports
inactive gauges

“Make Our Transportation Network Safer”

Programs > NCDOT Dashboard >
Crash Details Statewide

Filter By:
Statewide



Yearly Statistics

	2000	2001	2002	2003	2004	2005	2006	2007	2008
Crashes	231647	225607	234478	248564	249155	234816	236326	241414	18790
Fatalities	1561	1533	1577	1561	1578	1550	1555	1688	120
Injuries	38464	34070	33424	33337	34213	32192	30766	30297	2022
VMT (100MVM) ¹	892.46	915.71	936.86	937.63	956.27	1008.61	1016.48	1047.99	90.04
Crash Rate	259.56	246.37	250.28	265.1	260.55	232.81	232.49	230.36	208.69
Fatality Rate	1.75	1.67	1.68	1.66	1.65	1.54	1.53	1.59	1.33
Injury Rate	43.1	37.21	35.68	35.55	35.78	31.92	30.27	28.91	22.46

¹ VMT=Vehicle Miles Traveled, MVM=Million Vehicle Miles.

* Total Year to Date


Data current as of: 01/31/2008

More information on [how we get these numbers](#).

Click this link to
learn how we got
these numbers

NCDOT Performance Dashboard - Interim

NCDOT Organizational Performance Dashboard



Highlights:

- Check back for updates to this website. The next phase includes a series of Dashboards that report the DOT's performance in meeting our goals.
- For questions / comments regarding the NCDOT Dashboard please [Contact Us](#).

- [News & Updates](#)
- [McKinsey & Company Report](#)
- [Mission & Goals](#)
- [Values](#)

+ **News & Updates:**






+ **McKinsey & Company Report:**

- **Mission & Goals:**

Mission:

Connecting people and places in North Carolina - safely and efficiently, with accountability and environmental sensitivity.

Goals:

- **Make our transportation network *safer***
 -  [5 Year Crash Fatality Statistics](#)
 -  [Fatality Information \(Crash Report\)](#)
- **Make our transportation network move people and goods more *efficiently***
 -  [Congestion Areas](#)
 - [Strategic Highway Corridors](#)
 - [Travel Information \(TIMS\)](#)
- **Make our infrastructure *last longer***
 -  [Executive Summary Report, 2006](#)
 - [Full Maintenance Condition Report](#)
- **Make our organization a place that *works well***
 - [Continuous Process Improvement Program \(CPI\)](#)
 - [Construction Progress Report](#)
 -  [Money Spent on Construction Projects, 2007](#)
- **Make our organization a *great place to work***
 - [Current Job Postings](#)
 - [Employee Newsletter, In the Loop](#)
 - [Office of State Personnel Employee Compensation Calculator](#)

Improved Human Management

Initiative 5



Developing our employees by having the right people with the right set of skills in the right jobs at the right time to accomplish our mission...

Performance Dashboard Appraisal - Section A

Section A. Performance Metrics

Performance Cycle Date:			
Name:		Unit/Section:	
Classification/Title:		Supervisor's Name:	

NCDOT Goals: (1) Make our transportation network **safer**. (2) Make our transportation network move people and goods **more efficiently**. (3) Make our infrastructure **last longer**. (4) Make our organization a place that **works well**. (5) Make our organization a **great place** to work.

Enter NCDOT Goal (1-5 above)	Performance Metrics (Results Expectations)			Progress Reviews			Year End		
	Measure	Target	% Weight	Review Date: _____	Review Date: _____	Review Date: _____	Actual Results	Number Rating *1, 2, 3	Weighted Rating % Weight x No. Rating
1	Crash Rates	238-230	5						
2	Reliability of Strategic Highway Corridor and Regional Tier Routes	TBD	0						
3	Division Infrastructure Health	C- to C	40						
4	Projects/Programs/Services on Schedule and on Budget	70-89%	40						
4	Customer Service	70-89%	5						
4	Fiscal Management	90-95%	5						
5	Employee Safety	6.1-7	5						
5	Employee Satisfaction	TBD	0						
5	Retaining, Developing, and Retaining Employees	TBD	0						
Total % must = 100			100%	Combined Weighted Rating =					
				Sum of % weights that received a number rating of "1" at year end					

***Number Rating Key:**

- 1 = Does not meet expectations
- 2 = Meets expectations
- 3 = Exceeds expectations

Beginning of performance cycle: Signatures indicate supervisor and employee have discussed performance metrics, NCDOT values and leadership competencies.

Supervisor's signature:		Title:		Date:	
Employee's signature:		Date:			

Performance Dashboard Appraisal - Section B

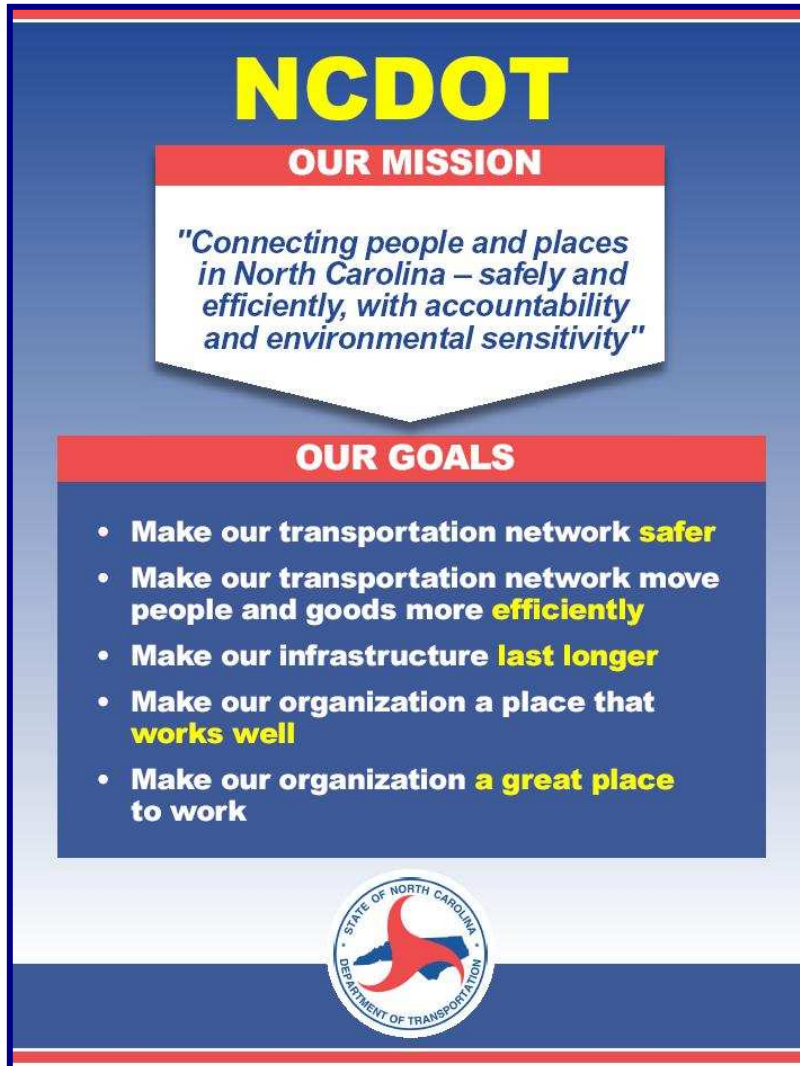
Section B. NCDOT Values

Supervisor's Instructions:

At the end of the performance cycle, check "YES" or "NO" as to whether the employee adhered to each value during the performance cycle. If "NO" is checked, a description of the non-adherence must be provided in the "Comments" column.

Values (Behavioral Expectations)	Adhered to Value?		Supervisor's Comments
	YES	NO	
<u>Safety:</u> We strive for safety throughout our transportation networks as well as in our work and our daily lives.	<input type="checkbox"/>	<input type="checkbox"/>	
<u>Customer Service:</u> We respond to our customers, both internal and external, in an open, professional and timely manner.	<input type="checkbox"/>	<input type="checkbox"/>	
<u>Integrity:</u> We earn and maintain trust by responsibly managing the state's assets, acting ethically, and holding ourselves accountable for our actions.	<input type="checkbox"/>	<input type="checkbox"/>	
<u>Diversity:</u> We draw strength from our differences and work together in a spirit of teamwork and mutual respect.	<input type="checkbox"/>	<input type="checkbox"/>	
<u>Quality:</u> We pursue excellence in delivering our projects, programs, services and initiatives.	<input type="checkbox"/>	<input type="checkbox"/>	

It all comes back to....



- Working together for a common purpose
- Planning and prioritizing our work
- Delivering our projects & programs effectively
- Measuring our performance
- Developing our employees

Fulfilling our role of
“Connecting People and
Places in North Carolina”